

Civility in the Workplace

Sample



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Preface

What is Courseware?



Welcome to Corporate Training Materials, a completely new training experience!

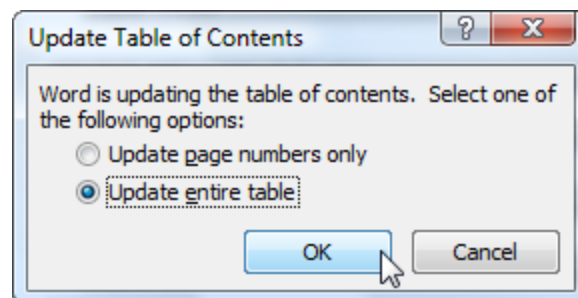
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide your materials, materials for the student, PowerPoint slides, and a take-home reference sheet for the student. You simply need to prepare and train!

Best of all, our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint. (Most other word processing and presentation programs support these formats, too.) This means that you can customize the content, add your logo, change the color scheme, and easily print and e-mail training materials.

How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants' industry, or additional information. You can, of course, also use all of your word processor's other features, including text formatting and editing tools (such as cutting and pasting).

To remove modules, simply select the text and press Delete on your keyboard. Then, navigate to the Table of Contents, right-click, and click Update Field. You may see a dialog box; if so, click "Update entire table" and press OK.

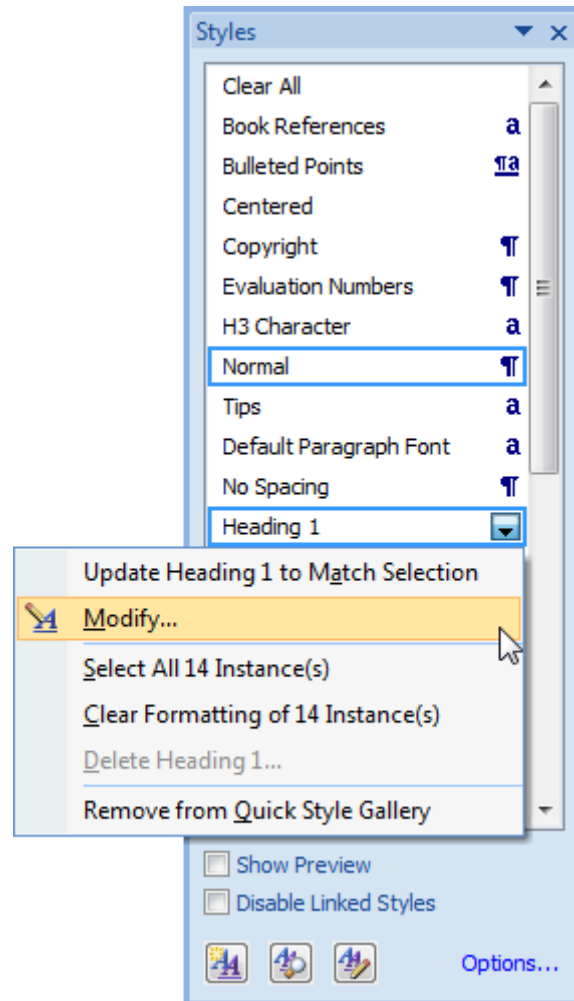


(You will also want to perform this step if you add modules or move them around.)

If you want to change the way text looks, you can format any piece of text any way you want. However, to make it easy, we have used styles so that you can update all the text at once.

If you are using Word 97 to 2003, start by clicking the Format menu followed by Styles and Formatting. In Word 2007 and 2010 under the Home tab, right-click on your chosen style and click Modify. That will then produce the Modify Style options window where you can set your preferred style options.

For example, if we wanted to change our Heading 1 style, used for Module Titles, this is what we would do:



Now, we can change our formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to [Word 2007 or 2010 Essentials](#) by Corporate Training Materials.

Materials Required

All of our courses use flip chart paper and markers extensively. (If you prefer, you can use a whiteboard or chalkboard instead.)

We recommend that each participant have a copy of the Training Manual, and that you review each module before training to ensure you have any special materials required. Worksheets and handouts are included within a separate activities folder and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

- Laptop with projector, for PowerPoint slides
- Quick Reference Sheets for students to take home
- Timer or watch (separate from your laptop)
- Masking tape
- Blank paper

Maximizing Your Training Power

We have just one more thing for you before you get started. Our company is built for trainers, by trainers, so we thought we would share some of our tips with you, to help you create an engaging, unforgettable experience for your participants.

- **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
 - Use examples, case studies, and stories that are relevant to the group.
 - Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
 - Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn by talking about it, while still others need a hands-on approach. For more information, we suggest Experiential Learning by David Kolb.)
- **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of the tips in this book and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
- **Make it relevant.** Participants are much more receptive to learning if they understand why they are learning it and how they can apply it in their daily lives. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to real life.
- **Keep an open mind.** Many trainers find that they learn something each time they teach a workshop. If you go into a training session with that attitude, you will find that there can be an amazing two-way flow of information between the trainer and trainees. Enjoy it, learn from it, and make the most of it in your workshops.

And now, time for the training!

Icebreakers

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder.

Icebreaker: Friends Indeed

Purpose

Have the participants moving around and help to make introductions to each other.

Materials Required

- Name card for each person
- Markers

Preparation

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

Activity

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

Training Manual Sample

On the following pages is a sample module from our Training Manual. Each of our courses contains twelve modules with three to five lessons per module. It is in the same format and contains the same material as the Instructor Guide, which is then shown after the Training Manual sample, but does not contain the Lesson Plans box which assists the trainer during facilitation.

The Training Manual can be easily updated, edited, or customized to add your business name and company logo or that of your clients. It provides each participant with a copy of the material where they can follow along with the instructor.

Civility costs nothing, and buys everything.

Mary Wortley Montagu

Sample Module: Introduction



Failing to smile at co-workers, or even just a tendency to smirk at a client's unusual request, may not seem like much at first glance. But these seemingly innocuous behaviors can be costly in the long run. It's important then to be appraised of the nature of civility, its behavioral indicators, and why its practice is imperative within an organization.

In this module, you will be introduced to the concept of civility, and the idea that even a little consideration can go a long, long way. Signs of uncivil behavior, its costs and rewards, as well as the case for promoting civility in the workplace will also be discussed.

What is Uncivil Behavior?



Civility represents the social norms and rules that must be followed in order to positively and productively relate with others. When people hear the word “civility,” words that come to mind include *respect, courtesy, tolerance, consideration, and a rational approach to conflicts*. Behaviors that threaten positive and productive relations with other people, therefore, constitute uncivil behaviors.

You can be uncivil without meaning too --- for instance, you simply assume that what’s acceptable in one social context (say, at your old workplace or at your home) is acceptable across all contexts. Or you can be uncivil intentionally, e.g. you verbally attack a co-worker because you can’t be bothered to provide reasonable accommodation.

What behaviors can be considered as uncivil? There are many. Below are just a few examples:

- **Failing to acknowledge another person’s presence:** Ignoring other people’s greetings and well-wishes; going past a co-worker without so much as a nod or a greeting.
- **Using abusive language:** Being verbally abusive or using crude language
- **Gossiping:** It’s uncivil behavior to both instigate and spread rumors against another person, regardless of whether the “news” seems accurate or relevant to the accomplishment of the task at hand.
- **Discounting employee contribution:** Discounting means deliberately downplaying or ignoring the importance of another person’s statement or work contribution. For instance, some members in a team may tend to cut off a person that they do not like during a brainstorming session. Taking credit --- or worse, compensation! --- for work that you did not do is also an example of discounting behavior.
- **Bullying and intimidating co-workers:** Threatening violence against co-workers who would report timesheet irregularities to management; leveraging the power of cliques in order to ostracize particular individuals.
- **Sabotaging individual and company efforts:** Intentionally not informing a co-worker who is competition for a promotion of the exact time a client will arrive in the building.
- **Discriminating against a particular individual or group:** Attacking an individual based on intrinsic characteristics such as race, gender, age, mental ability, and physical appearance.

- **Practicing insensitivity against co-workers' needs:** Inability to pay attention to the feelings and needs of others e.g. not giving a grieving co-worker time off before demanding workplace attendance. Insensitivity may also come in the form of engaging in activities distracting to co-workers, e.g. taking a cell phone calls while in the middle of a meeting, not cleaning up the whiteboard as one leaves the training room, and demanding attention from subordinates outside of the prescribed working hours.
- **Practicing poor etiquette in dealing with correspondence:** Ignoring phone calls and emails, using company email to send private messages, and discussing individuals in mailing lists as if they are not there.

It's worth noting: civility goes beyond mere good manners.

Civility is about effective self-awareness and effective social awareness. You can't be an effective practitioner of civility until you recognize your place in the general scheme of things, and you develop an appreciation for the unique contribution of all else around. It's a delicate balance between pursuing self-interest and practicing self-control in order for others and the organization to pursue their interests well. For this reason, effective programs on civility must always be prefaced by a training workshop on attentiveness to self and others.

Three Reasons Why You Should Be Civil



The case against the stronger forms of uncivil behaviors, such as bullying and racial discrimination, is easy to build. After all, violence in the workplace can get an employee fired, if not arrested and sent to prison.

But how about the softer, yet no less important, acts of civility? Are there compelling reasons to give one's boss a warm "hello" every morning? Are there tangible benefits to making sure that you don't dump your folders in your neighbor's work station? For the more subtle acts of consideration, the case for engaging in civil behavior seems harder to present. But not impossible!

Consider the following three reasons why you should practice civil behavior:

1. **There's no escaping other people!** Cliché as it may sound, no man is an island. You may be a self-starter and a person who takes pride in being able to work with minimal supervision. You may be blessed with innate talent that makes you indispensable in an organization. But you'd still need to rely on suppliers to create a product that will impress both stockholders and consumers alike. You still need the trust of your team mates in order to execute an idea. And, whether you admit it or not, the positive regard of those who work with you will do a whole lot for your self-esteem. Unless you learn how to play nice, you'll never be able to make it very far. Or at least, your path towards success will be littered with landmines you could do without.

In short, your survival in the modern world, a world where everyone is linked together (probably more so than in the past few decades), depends on civility!

2. **There are many benefits to practicing civil behavior.** Civility is not lacking in the WIIFM factor, or the "What's In It for me?" factor. Some of the benefits of civility to an organization or an individual employee are even proven by empirical research.

To begin with, civility helps create a positive working environment. Motivation theories support that happy and relaxed workers are productive workers --- and willing to go the extra mile for their company. On the flipside, disrespect and inconsideration on a jobsite is highly stressful, and can contribute to workers' low morale. Indeed absenteeism and low employee retention is common in companies where incivility is the norm. You can also expect that time better spent finding workable solutions to problems gets wasted in name-calling, "scapegoating" and face-saving.

But as importantly, the deliberate practice of civility can help a person grow as an individual. Civility teaches emotional intelligence --- a person learns to control anger and frustration until an appropriate time comes to express them, he or she understands that there may be more important things at stake than a petty argument during a boardroom meeting; he or she reaches goals set for self and others. Managing uncivil behavior also teaches social skills such as conflict management and negotiation, skills which can be applied across many areas of life.

3. **Lastly, it's the right thing to do.** If anything else, civility is recommended because it's the right thing to do. Most of the world's accepted religion, philosophies, and belief systems advocate consideration for one's fellow man --- indeed, isn't the golden rule "do unto others what you'd like others to do unto you"? To quote Richard Boyd, associate professor of government in Georgetown University, *"To fail to be civil to someone — to treat them harshly, rudely or condescendingly — is not only to be guilty of bad manners. It also, and more ominously, signals a disdain or contempt for them as moral beings."*

Violence and ill-will against other people, regardless of degree, never brings anything positive to a work environment. Indeed, even the current political landscape advocates tolerance and equality, cooperation and mutual support. The world is already past the age where it's each man for his own, where self-interest is pursued at all cost. We can afford to be more polite and above irrational reactions.

Dealing with Difficult Personalities



A huge source of stress at work is the need to adjust to different personalities. Each person is unique, and even when you're dealing with a responsible and emotionally mature co-worker, friction is inevitable simply because the other person will never be 100% similar to you. But the stress of interacting with co-workers gets multiplied a hundredfold when the other person doesn't just have a different personality, but also a difficult one.

What may be considered as a difficult personality?

The answer is subjective; a difficult personality for one person need not be a difficult personality for another. But usually, people perceived as difficult are those who manifest *inflexible extremes* of personality traits.

For instance, while being controlling is a desirable trait in a manager (after all, a manager's job is to control what is happening in a workplace!), being excessively controlling would just make the people under the manager's care feel stifled and even abused. Recognition of the need to consult co-workers about major company decisions is a good thing. But when an employee consults everyone else on almost everything, to the point that the constant "consultation" is already dependency in disguise, then the person becomes difficult to work with.

When working with a difficult personality, most people's immediate response is an unhelpful one: a response aimed more at relieving personal stress than creating a more workable relationship. For instance, there is a tendency to avoid dominant personality types, lecture the overly dependent, and exact vengeance on the passive-aggressive. The result is an endless cycle of dysfunctional relating that creates more problems than it solves.

Civility is one of the best ways to deal with difficult personalities in the workplace.

Civility sets the stage for effective communication --- in many ways, dealing with difficult personalities is simply a matter of setting and negotiating boundaries. After all, difficult personalities are not "bad people." They just have a fixed way of relating and may need feedback from peers in order to adjust.

As importantly, civility creates a positive atmosphere which allows people to see beyond the obvious implications of people's behavior. For instance, many supposedly difficult personalities are simply people who have needs that are not being functionally addressed. You may see your co-worker as annoying when he or she simply craves attention and recognition. It's also possible that your difficult co-worker is merely channeling anger and frustration from their personal life into their workplace. When you engaged in civil behavior with your co-worker, you provide more opportunities for supportive interaction and empathy --- which opens the door to fixing your problematic interaction with one another!

Cost and Rewards



While incivility can be perceived as innocuous behaviors, they can significantly affect the company's bottom line. Incivility has direct impact on company productivity, sales, and customer retention among others. Civility, on the other hand, can improve all these areas considered as relevant in the running of a successful organization.

(This section is a mere introduction to the idea that incivility in the workplace has negative consequences, while civility has more to offer than simply peaceful working conditions. Kindly refer to Module 4: Costs and Rewards for a more thorough discussion of this topic.)

Case Study



The following is a case account that can help your participants understand the concepts presented in this module better:

Jane Smith is a 33-year-old newly hired provider of administrative support to a manager of a financial consulting firm. While generally competent at the demands of her job, Jane is not skilled in self-presentation, particularly in dressing up and styling hair and make-up appropriate for the formal atmosphere of a consulting firm. Her boss berates her for this, often in full view and hearing of other staff members. The boss calls her “ugly, frumpy and a disgrace to good reputation of the company.” Jane has even heard her boss refer to her as a “hag”, for instance the boss would instruct a subordinate to “leave the report at the hag’s table when done.”

Jane has made several attempts to improve on her manner of styling and dressing, but the result never meets her boss’ satisfaction, mainly because Jane lacks understanding of what is required of her in appearance. The constant reprimand about her looks gave Jane much stress, and lowered her self-esteem to the point that she finds ways to avoid entertaining her boss’ clients. Jane even interacts little with co-workers.

Jane resigned from the job within 7 months of accepting the position.

Guide Questions:

1. Would you consider the behavior of Jane’s boss as uncivil? Explain your answer.
2. From the case account presented, what are the effects of the boss’ behavior on Jane? What do you think is the impact of the situation on the entire company?
3. If you were in Jane’s position, how would you feel about your boss’ actions towards you? Would you have reacted similarly? Why / why not?
4. What do you think is the best way to respond to the situation Jane found herself in? What would be needed to improve the situation?
5. In your experience and observation, is Jane’s case typical in the workplace? What makes you say so?

Sample Module: Review Questions

1. Which of the following behaviors can be considered as uncivil behavior?
 - a) Starting a rumor about workplace romances happening in your department
 - b) Cutting off a co-worker's suggestion during a meeting
 - c) Hiding files that your manager needs to prepare for a presentation
 - d) All of the above
2. Which of the following is not true about civility?
 - a) Civility represents social norms and rules that must be followed in order to positively and productively relate with other
 - b) Civility begins with effective self and social awareness
 - c) Civility is an important aspect of every day work life
 - d) All acts of incivility are intentional
3. True or False: If you are good at what you do, you don't need to bother with being civil to other people.
 - a) True
 - b) False
4. Which of the following is good reason to practice civility in the workplace?
 - a) Every person, regardless of age, race, or contribution, deserves to be treated with respect
 - b) Civility resonates with many of the positive values of society, including tolerance and mutual support --- it's the humane thing to do
 - c) Civility creates a conducive working environment as well as a stable and productive company
 - d) All of the above

5. True or False: The best way to treat a co-worker with a difficult personality is give them back the same frustration that they give you.
- a) True
 - b) False
6. What does this statement mean: *"Civility sets the stage for effective communication with a person perceived to have a difficult personality."*?
- a) If you act with civility towards a difficult personality in your workplace, you get to constructively discuss what the problem is. Reacting in anger will merely close down all channels of communication
 - b) Civility helps make a person feel acknowledged and appreciated, which makes them more open to feedback
 - c) It's impossible to have a good conversation with a co-worker who has a difficult personality. The only thing that you can do is bear their nature while getting the work done
 - d) Both a & b

Instructor Guide Sample

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box. Each Instructor Guide and Training Manual mirrors each other in terms of the content. They differ in that the Instructor Guide is customized towards the trainer, and Training Manual is customized for the participant.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor train that particular lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.

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Mary Wortley Montagu

Sample Module: Introduction



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In this module, you will be introduced to the concept of civility, and the idea that even a little consideration can go a long, long way. Signs of uncivil behavior, its costs and rewards, as well as the case for promoting civility in the workplace will also be discussed.

What is Uncivil Behavior?

Estimated Time	10 minutes
Topic Objective	To define civility. To provide behavioral indicators of incivility in the workplace.
Topic Summary	<p>Civility represents the social norms and rules that must be followed in order to positively and productively relate with others. Behaviors that threaten positive and productive relations with other people, therefore, constitute uncivil behaviors.</p> <p>Behaviors that may be considered as uncivil include, but is not limited to:</p> <ul style="list-style-type: none">• Failing to acknowledge another person's presence.• Using abusive language.• Gossiping.• Discounting employee contribution.• Bullying and intimidating co-workers.• Sabotaging individual and company efforts.• Discriminating against a particular individuals or group.• Practicing insensitivity to co-workers' needs.• Practicing poor etiquette in managing correspondence.
Materials Required	Flipchart Paper, Markers
Planning Checklist	<p>A seminar-workshop on "Civility in the Workplace" may have come about because of reported instances of uncivil behavior in an organization. There may even have been a critical incident that made training on civility a top priority.</p> <p>If this is the case, facilitator is recommended to ground the definition of civil and uncivil behavior to the group's unique context. Note though that centering the discussion on problematic behaviors exhibited by the participants may increase defensiveness in the audience. Care must be taken to establish an atmosphere conducive to honest self-assessment.</p> <p>For best results, establish early that the objective of the seminar-workshop is the good of the organization. Offer the disclaimer that discussion is not intended to single out specific personalities.</p> <p>NOTE: Facilitator must practice sensitivity in recognizing participants who would use the learning situation to attack co-workers. Comments that may seem innocent may actually be "digs" at specific people. A meeting with the</p>

	Human Resource Personnel, the group's manager and/or the department who requested the workshop is recommended to be informed of potential interpersonal clashes that may arise during the discussion.
Recommended Activity	<p>Ask participants to come up with workplace behaviors that would compel them to tag a person as "uncivilized." List all these behaviors on flipchart paper.</p> <p>Once the list is accomplished, reflect the responses to the participants.</p> <p>Ask the group:</p> <ol style="list-style-type: none"> Does everyone agree that each item on the list constitute an uncivil behavior? How many of the listed behaviors do they see in their co-workers? In their supervisors? In themselves? How do they feel about having these "uncivil" behaviors in their workplace? If these are "uncivil" behaviors, what would be their "civil" counterparts? <p>NOTE: The term "uncivilized" may encourage participants to provide answers representing the more extreme or explicit side of incivility. But incivility can be very subtle and perceived as harmless. The activity can be a way to provide feedback to the group that they need to change their mindset regarding "small" cases of discourtesy as not being "uncivilized" behavior.</p>
Stories to Tell	<p>How common is incivility in the workplace?</p> <p>According to research by the Marshall School of Business at the University of Southern California, almost 80 percent (or 8 out of 10) employees believe "they get no respect at work", while 20 percent reported that they are "victims of incivility on a weekly basis."</p>
Delivery Tips	<p>You can use artworks depicting the concept of "The Ascent of Man" to illustrate what most people would consider the journey to civility.</p> <p>The Ascent of Man, which shows the caveman's transformation to a modern man, can illustrate how some people may be considered as more mature or more evolved than others based on how they appear and behave While the metaphor may seem generic at first, it emphasizes the idea that if a person wants to aim for higher ideals or better social intelligence, he or she must be willing to be "transformed" from a person who merely acts out his or her</p>

	immediate impulses, to a person who uses intellect, discernment and values to navigate the world.
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It's worth noting: civility goes beyond mere good manners.

Civility is about effective self-awareness and effective social awareness. You can't be an effective practitioner of civility until you recognize your place in the general scheme of things, and you develop an appreciation for the unique contribution of all else around. It's a delicate balance between pursuing self-interest and practicing self-control in order for others and the organization to pursue their interests well. For this reason, effective programs on civility must always be prefaced by a training workshop on attentiveness to self and others.

Three Reasons Why You Should Be Civil

Estimated Time	10 minutes
Topic Objective	To provide 3 reasons to practice civility in the workplace.
Topic Summary	<p>People should be civil because:</p> <ol style="list-style-type: none">1. There's no escaping other people!2. There are many benefits to practicing civil behavior.3. It's the right thing to do.
Recommended Activity	<p>Facilitator can segue into the discussion of the 3 reasons to be civil by asking participants what motivates them towards politeness and consideration of peers, supervisors and subordinates. Document the responses on a flipchart paper.</p> <p>From the group's responses, distill the strong and compelling motivators of the group members for practicing civil behavior.</p>
Materials Required	Flip chart Paper, Markers
Stories to Share	<p>Joseph A. Michelli, in his book <i>"The Starbucks Experience: 5 Principles for Turning Ordinary to Extraordinary"</i>, spoke about how a strong sense of community in a Starbucks office made an employee who has legal right to claim an \$87 million lottery jackpot share her winnings with everyone in the office.</p> <p>According to Mary Champaine, store manager at a Starbucks Urban Coffee Opportunity store, <i>"We here at Starbucks work as a team, and we support one another. And if I would have taken all the money, then I wouldn't have been part of the team, and everything that I've been working for would be nothing."</i></p> <p>Imagine how a culture of teamwork and support can make people do even what most would consider a very impractical decision!</p>
Delivery Tips	<p>There are many compelling reasons to practice civility in the workplace; certainly the list is not limited to the three presented in this module.</p> <p>You can anchor the reasons for civility that you will present on the Mission-Vision of the group that you're giving the seminar-workshop for. For example, if the company's mission-vision is to create a family atmosphere in a small bed-and-breakfast, then you can explain how civility can realize this</p>

goal.

Consider as well the culture of the group you are giving the workshop for. If you're giving the workshop for people working in individualist countries, note that your audience is more likely to see the value of personal benefits of civility (e.g. less stress at work and increased emotional intelligence) than organizational benefits of civil behavior. Participants working in collectivist cultures, on the other hand, are more likely to appreciate how civility creates a stronger team spirit or corporate brand.



The case against the stronger forms of uncivil behaviors, such as bullying and racial discrimination, is easy to build. After all, violence in the workplace can get an employee fired, if not arrested and sent to prison.

But how about the softer, yet no less important, acts of civility? Are there compelling reasons to give one's boss a warm "hello" every morning? Are there tangible benefits to making sure that you don't dump your folders in your neighbor's work station? For the more subtle acts of consideration, the case for engaging in civil behavior seems

harder to present. But not impossible!

Consider the following three reasons why you should practice civil behavior:

4. **There's no escaping other people!** Cliché as it may sound, no man is an island. You may be a self-starter and a person who takes pride in being able to work with minimal supervision. You may be blessed with innate talent that makes you indispensable in an organization. But you'd still need to rely on suppliers to create a product that will impress both stockholders and consumers alike. You still need the trust of your team mates in order to execute an idea. And, whether you admit it or not, the positive regard of those who work with you will do a whole lot for your self-esteem. Unless you learn how to play nice, you'll never be able to make it very far. Or at least, your path towards success will be littered with landmines you could do without.

In short, your survival in the modern world, a world where everyone is linked together (probably more so than in the past few decades), depends on civility!

5. **There are many benefits to practicing civil behavior.** Civility is not lacking in the WIIFM factor, or the “What’s In It for me?” factor. Some of the benefits of civility to an organization or an individual employee are even proven by empirical research.

To begin with, civility helps create a positive working environment. Motivation theories support that happy and relaxed workers are productive workers --- and willing to go the extra mile for their company. On the flipside, disrespect and inconsideration on a jobsite is highly stressful, and can contribute to workers’ low morale. Indeed absenteeism and low employee retention is common in companies where incivility is the norm. You can also expect that time better spent finding workable solutions to problems gets wasted in name-calling, “scapegoating” and face-saving.

But as importantly, the deliberate practice of civility can help a person grow as an individual. Civility teaches emotional intelligence --- a person learns to control anger and frustration until an appropriate time comes to express them, he or she understands that there may be more important things at stake than a petty argument during a boardroom meeting; he or she reaches goals set for self and others. Managing uncivil behavior also teaches social skills such as conflict management and negotiation, skills which can be applied across many areas of life.

6. **Lastly, it’s the right thing to do.** If anything else, civility is recommended because it’s the right thing to do. Most of the world’s accepted religion, philosophies, and belief systems advocate consideration for one’s fellow man --- indeed, isn’t the golden rule “do unto others what you’d like others to do unto you”? To quote Richard Boyd, associate professor of government in Georgetown University, *“To fail to be civil to someone — to treat them harshly, rudely or condescendingly — is not only to be guilty of bad manners. It also, and more ominously, signals a disdain or contempt for them as moral beings.”*

Violence and ill-will against other people, regardless of degree, never brings anything positive to a work environment. Indeed, even the current political landscape advocates tolerance and equality, cooperation and mutual support. The world is already past the age where it’s each man for his own, where self-interest is pursued at all cost. We can afford to be more polite and above irrational reactions.

Dealing with Difficult Personalities

Estimated Time	10 minutes
Topic Objective	<p>To introduce the concept of difficult personalities.</p> <p>To explain how civility is the best way to deal with a co-worker with a difficult personality.</p>
Topic Summary	<p>A huge source of stress at work is the need to adjust to difficult personalities.</p> <p>What constitutes a difficult personality is subjective. But usually, people perceived as difficult are those who manifest <i>inflexible extremes</i> of acceptable personality traits.</p> <p>When working with a difficult personality, most people's immediate response is an unhelpful one: a response aimed more at relieving personal stress than creating a more workable relationship. But civility is one of the best ways to deal with difficult personalities in the workplace. Civility sets the stage for effective communication --- in many ways, dealing with difficult personalities is simply a matter of setting and negotiating boundaries. And as importantly, civility creates a positive atmosphere which allows people to see beyond the obvious implications of people's behavior.</p>
Materials Required	Flip chart, Marker
Recommended Activity	<p>Ask the participants to think of a person who they consider as having a difficult personality. Without naming names, ask the participants to reflect on the following questions:</p> <ol style="list-style-type: none">1. What is it about this person that makes him or her difficult personality to relate with?2. Do I relate to this person with civility? On a scale of 1 to 10, with 10 being the most civil, how civilly do I relate with this individual?3. Are there extra efforts towards civility that I can do in order to improve my relationship with this person? If yes, what else can I do? What do I suppose will be the effect of exerting these added efforts towards civility?
Planning Checklist	<p>Because the main objective of this section is to merely emphasize the point that civility is a solution to difficult personalities in the workplace, a list of the difficult personalities commonly found in the workplace will not be discussed.</p>

	But it's advised that you research the many different kinds of difficult personalities commonly found in the workplace in order to better react to the group's responses to the activity. You may also refer to personalities considered as pathological or extreme in nature, listed in the Diagnostic and Statistical Manual of Mental Disorders published by the American Psychological Association.
Delivery Tips	<p>You can ask the participants to reflect on these questions individually or discuss them in a dyad.</p> <p>You can also opt to ask just one participant to share his or her answers to everyone, with you as facilitator asking directive questions to highlight the point that civility is the best way to handle a working relationship with a perceived difficult personality.</p>



A huge source of stress at work is the need to adjust to different personalities. Each person is unique, and even when you're dealing with a responsible and emotionally mature co-worker, friction is inevitable simply because the other person will never be 100% similar to you. But the stress of interacting with co-workers gets multiplied a hundredfold when the other person doesn't just have a different personality, but also a difficult one.

What may be considered as a difficult personality?

The answer is subjective; a difficult personality for one person need not be a difficult personality for another. But usually, people perceived as difficult are those who manifest *inflexible extremes* of personality traits.

For instance, while being controlling is a desirable trait in a manager (after all, a manager's job is to control what is happening in a workplace!), being excessively controlling would just make the people under the manager's care feel stifled and even abused. Recognition of the need to consult co-workers about major company decisions is a good thing. But when an employee consults everyone else on almost everything, to the point that the constant "consultation" is already dependency in disguise, then the person becomes difficult to work with.

When working with a difficult personality, most people's immediate response is an unhelpful one: a response aimed more at relieving personal stress than creating a more workable relationship. For instance, there is a tendency to avoid dominant personality types, lecture the overly dependent, and exact vengeance on the passive-aggressive. The result is an endless cycle of dysfunctional relating that creates more problems than it solves.

Civility is one of the best ways to deal with difficult personalities in the workplace.

Civility sets the stage for effective communication --- in many ways, dealing with difficult personalities is simply a matter of setting and negotiating boundaries. After all, difficult personalities are not “bad people.” They just have a fixed way of relating and may need feedback from peers in order to adjust.

As importantly, civility creates a positive atmosphere which allows people to see beyond the obvious implications of people’s behavior. For instance, many supposedly difficult personalities are simply people who have needs that are not being functionally addressed. You may see your co-worker as annoying when he or she simply craves attention and recognition. It’s also possible that your difficult co-worker is merely channeling anger and frustration from their personal life into their workplace. When you engaged in civil behavior with your co-worker, you provide more opportunities for supportive interaction and empathy --- which opens the door to fixing your problematic interaction with one another!

Cost and Rewards

Estimated Time	5 minutes
Topic Objective	To introduce the idea that incivility in the workplace has corresponding costs and rewards.
Topic Summary	<p>While incivility can be perceived as innocuous behaviors, they can significantly affect the company's bottom line. Incivility has direct impact on areas such as company productivity, sales, and customer retention among others.</p> <p>Civility, on the other hand, can improve all these areas considered as relevant in the running of a successful organization.</p>
Materials Required	Flip chart Paper, Marker
Recommended Activity	Research has shown that most instigators of incivility in the workplace are those occupying positions of power. Brainstorm with the participants all the possible effects of having a boss who is discourteous to team members. Come up with not just immediate consequences but also long-term costs of uncivil behavior from a company superior. Next, discuss how courteous behavior from managers can impact a business or organization.
Delivery Tips	Note that this section is a mere introduction to the idea that incivility in the workplace has costs, and civility in the workplace has corresponding rewards. The topic will be discussed in greater detail on Module 4: Costs and Rewards.



While incivility can be perceived as innocuous behaviors, they can significantly affect the company's bottom line. Incivility has direct impact on company productivity, sales, and customer retention among others. Civility, on the other hand, can improve all these areas considered as relevant in the running of a successful organization.

(This section is a mere introduction to the idea that incivility in the workplace has negative consequences, while civility has more to offer than simply peaceful working conditions. Kindly refer to Module 4: Costs and Rewards for a more thorough discussion of this topic.)

Case Study



The following is a case account that can help your participants understand the concepts presented in this module better:

Jane Smith is a 33-year-old newly hired provider of administrative support to a manager of a financial consulting firm. While generally competent at the demands of her job, Jane is not skilled in self-presentation, particularly in dressing up and styling hair and make-up appropriate for the formal atmosphere of a consulting firm. Her boss berates her for this, often in full view and hearing of other staff members. The boss calls her “ugly, frumpy and a disgrace to good reputation of the company.” Jane has even heard her boss refer to her as a “hag”, for instance the boss would instruct a subordinate to “leave the report at the hag’s table when done.”

Jane has made several attempts to improve on her manner of styling and dressing, but the result never meets her boss’ satisfaction, mainly because Jane lacks understanding of what is required of her in appearance. The constant reprimand about her looks gave Jane much stress, and lowered her self-esteem to the point that she finds ways to avoid entertaining her boss’ clients. Jane even interacts little with co-workers.

Jane resigned from the job within 7 months of accepting the position.

Guide Questions:

6. Would you consider the behavior of Jane’s boss as uncivil? Explain your answer.
7. From the case account presented, what are the effects of the boss’ behavior on Jane? What do you think is the impact of the situation on the entire company?
8. If you were in Jane’s position, how would you feel about your boss’ actions towards you? Would you have reacted similarly? Why / why not?
9. What do you think is the best way to respond to the situation Jane found herself in? What would be needed to improve the situation?
10. In your experience and observation, is Jane’s case typical in the workplace? What makes you say so?

Sample Module: Review Questions

7. Which of the following behaviors can be considered as uncivil behavior?
 - e) Starting a rumor about workplace romances happening in your department
 - f) Cutting off a co-worker's suggestion during a meeting
 - g) Hiding files that your manager needs to prepare for a presentation
 - h) All of the above
8. Which of the following is not true about civility?
 - e) Civility represents social norms and rules that must be followed in order to positively and productively relate with other
 - f) Civility begins with effective self and social awareness
 - g) Civility is an important aspect of every day work life
 - h) All acts of incivility are intentional
9. True or False: If you are good at what you do, you don't need to bother with being civil to other people.
 - c) True
 - d) False
10. Which of the following is good reason to practice civility in the workplace?
 - e) Every person, regardless of age, race, or contribution, deserves to be treated with respect
 - f) Civility resonates with many of the positive values of society, including tolerance and mutual support --- it's the humane thing to do
 - g) Civility creates a conducive working environment as well as a stable and productive company
 - h) All of the above

11. True or False: The best way to treat a co-worker with a difficult personality is give them back the same frustration that they give you.

c) True

d) False

12. What does this statement mean: *"Civility sets the stage for effective communication with a person perceived to have a difficult personality."*?

e) If you act with civility towards a difficult personality in your workplace, you get to constructively discuss what the problem is. Reacting in anger will merely close down all channels of communication

f) Civility helps make a person feel acknowledged and appreciated, which makes them more open to feedback

g) It's impossible to have a good conversation with a co-worker who has a difficult personality. The only thing that you can do is bear their nature while getting the work done

h) Both a & b

Quick Reference Sheets

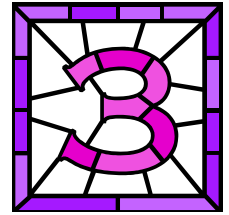
Below is an example of our Quick reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Civility in the Workplace

Three Sides to Incivility

- **Your side vs. the other person's side:** First off, it's important to recognize that you have a unique point of view of a situation, and the other person also has his or her own unique take. What is true for you is not necessarily true for the other person. This is because we all have different life experiences, personalities, ways of interpreting and valuing what is happening around us. For instance, you may not be accusing your work partner of slacking off by joking about his extended lunch break; but your office mate may have felt insulted by what he perceives is a dig at his work ethics.
- **The Truth:** But remember, it's not enough to just listen to the sides of the individuals or groups in conflict. You should also consider the possibility that what *actually* happened is more, less or even totally different than what you both think!



Civility and Rewards

- **Employee Satisfaction and Engagement.** A 2003 study of workplace civility examined numerous companies over a 5-year period. The conclusion: workers' strong positive emotions correlate reliably with corporate financial success, and workers' positive emotions include a sense of being treated with respect --- civility. It is for this reason that many companies, including Costco, IKEA, and the Container Store, advocate positive relationship with employees. They have significant annual profits; pay valued quarterly dividends and monthly sales increases. And because of those workplace packages, their employees are loyal, and the company is less likely to incur the turnover losses mentioned in the previous section.
- **Increased Customer Return.** If incivility can turn a company's patrons sour, the opposite can guarantee a company a solid and loyal market base. And regardless of what product or service is being sold by a business, return customers are very important, as they generally cost less to court and thus earn the company more.
- **Improved company branding.** Civil behavior among employees can be a plus to a company's reputation --- and in the business world, a good name can be everything. A company known to have a pleasant working atmosphere within it will draw all the best names in the job pool and will even have professionals lining up to be of service. The company's good name is also an integral part in finding investors, suppliers, and as mentioned previously, loyal customers.



Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.

CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

Civility in the Workplace

Awarded this _____ day of _____, 20____

Presenter Name and Title

PowerPoint Sample

Below you will find the PowerPoint sample. The slides are based on and created from the Training Manual. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

Sample Module: Introduction

In this module, you will be introduced to the concept of civility, and the idea that even a little consideration can go a long, long way. Signs of uncivil behavior, its costs and rewards, as well as the case for promoting civility in the workplace will also be discussed.

*Civility
costs
nothing,
and buys
everything.*

**Mary
Wortley
Montagu**



What is Uncivil Behavior?

Using abusive language

Gossiping

Bullying and intimidating co-workers

Discounting employee contribution

Three Reasons Why You Should Be Civil

There's no escaping other people

There are many benefits to practicing civil behavior

It's the right thing to do

Dealing with Difficult Personalities

Each person is unique

Friction is inevitable

Civility creates a positive atmosphere

Effective communication

Cost and Rewards

Bottom line

Productivity

Customer
Retention

Case Study

Jane Smith is a newly hired provider of administrative support to a manager of a financial consulting firm

Jane is not skilled in self-presentation

Her boss berates her for this, often in full view and hearing of other staff members

Jane resigned from the job within 7 months of accepting the position.

Sample Module: Review Questions

1. Which of the following behaviors can be considered as uncivil behavior?
 - a) Starting a rumor about workplace romances happening in your department
 - b) Cutting off a co-worker's suggestion during a meeting
 - c) Hiding files that your manager needs to prepare for a presentation
 - d) All of the above
2. Which of the following is not true about civility?
 - a) Civility represents social norms and rules that must be followed in order to positively and productively relate with other
 - b) Civility begins with effective self and social awareness
 - c) Civility is an important aspect of every day work life
 - d) All acts of incivility are intentional

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